

CREDIT OPINION

4 October 2019



Contacts

Evan W Hess +1.212.553.3910

Analyst

evan.hess@moodys.com

Leonard Jones +1.212.553.3806

MD-Public Finance

leonard.jones@moodys.com

Valentina Gomez +1.212.553.4861

AVP-Analyst

valentina.gomez@moodys.com

CLIENT SERVICES

Americas 1-212-553-1653 Asia Pacific 852-3551-3077 Japan 81-3-5408-4100 EMEA 44-20-7772-5454

Louisville & Jefferson Co. Metro. Govt., KY

Update to credit analysis

Summary

Louisville & Jefferson County Metro Government, KY (Aa1 stable) benefits from a growing, sizeable and regionally significant tax base that serves as a major economic hub in the Commonwealth of Kentucky (Aa3 stable). Resident income levels are healthy, although slightly below the medians for the rating category. Louisville Metro's reserve and liquidity levels are satisfactory and, while they fall short of the national medians for the Aa1 rating category as a percentage of revenue, they have historically been stable, supported by conservative budgetary practices and adherence to formal fiscal policies. The government's credit profile also reflects manageable debt and pension burdens.

Credit strengths

- » Sizeable and growing tax base serving as a regionally important economic hub
- » Stable financial operations
- » Manageable debt burden

Credit challenges

- » Lower reserves and liquidity relative to national peers
- » Resident income levels below Aa1 median
- » Higher pension burden compared to medians for the rating category

Rating outlook

The stable outlook reflects the improving and regionally important local economy and the likelihood that reserves and liquidity will remain stable due to management's willingness to implement expenditure reductions to maintain structural balance.

Factors that could lead to an upgrade

- » Material and sustained improvement in reserve and liquidity levels
- » Substantial tax base growth and expansion coupled with improvement in resident incomes
- » Reduction in debt burden

Factors that could lead to a downgrade

- » Reduction in operating flexibility and narrowing reserve levels
- » Material contraction in tax base and weakened income levels
- » Substantial increase in debt burden

Key indicators

Exhibit 1

Louisville & Jefferson Co. Metro. Govt., KY	2014	2015	2016	2017	2018
Economy/Tax Base					
Total Full Value (\$000)	\$79,922,269	\$81,876,791	\$86,326,372	\$89,280,860	\$95,908,835
Population	751,485	755,809	759,724	764,378	N/A
Full Value Per Capita	\$106,352	\$108,330	\$113,629	\$116,802	N/A
Median Family Income (% of US Median)	95.1%	95.3%	95.3%	96.8%	N/A
Finances					
Operating Revenue (\$000)	\$613,175	\$654,871	\$682,616	\$772,072	\$719,373
Fund Balance (\$000)	\$78,559	\$92,880	\$104,213	\$103,110	\$106,259
Cash Balance (\$000)	\$66,052	\$77,015	\$89,652	\$94,880	\$86,936
Fund Balance as a % of Revenues	12.8%	14.2%	15.3%	13.4%	14.8%
Cash Balance as a % of Revenues	10.8%	11.8%	13.1%	12.3%	12.1%
Debt/Pensions					
Net Direct Debt (\$000)	\$487,128	\$491,967	\$636,152	\$645,172	\$687,340
3-Year Average of Moody's ANPL (\$000)	\$1,320,335	\$1,240,905	\$1,263,546	\$1,411,925	\$1,551,740
Net Direct Debt / Full Value (%)	0.6%	0.6%	0.7%	0.7%	0.7%
Net Direct Debt / Operating Revenues (x)	0.8x	0.8x	0.9x	0.8x	1.0x
Moody's - adjusted Net Pension Liability (3-yr average) to Full Value (%)	1.7%	1.5%	1.5%	1.6%	1.6%
Moody's - adjusted Net Pension Liability (3-yr average) to Revenues (x)	2.2x	1.9x	1.9x	1.8x	2.2x

Source: Louisville & Jefferson County Metro. Govt. Audited Financial Statements, U.S. Census American Community Survey, Moody's Investor's Service

Profile

Louisville Metro is an important regional metropolitan center located in the bluegrass region of the <u>Commonwealth of Kentucky</u> (Aa3 stable), approximately 80 miles west of <u>Lexington-Fayette Urban County Govt.</u>, <u>KY</u> (Aa2 stable), that supports a variety of industries including manufacturing and logistics. Louisville Metro encompasses 397.7 square miles and has a 2017 population of 764,378 according to the most recent U.S. Census American Community Survey, which represents a 3.1% increase from 2010.

Detailed credit considerations

Economy and Tax Base: Sizeable and Regionally Significant Tax Base

Louisville & Jefferson County Metro Government's sizeable tax base will continue to experience steady growth, driven by new development and property value appreciation. The tax base grew by 7.4% in fiscal 2018 to \$95.9 billion (combined estimated actual value of the Metro area and Urban Services District), which is large compared to the national medians for the Aa1 rating category.

Louisville Metro serves as a major employment hub for residents of Jefferson County and surrounding adjacent areas of the Commonwealth, as well as southern Indiana. The local economy is diverse, but largely driven by manufacturing, transportation, healthcare, and various professional services given the city's favorable access to several interstate highways (I-65, I-64 and I-71).

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moodys.com for the most updated credit rating action information and rating history.

\$120,000,000 \$80,000,000 \$40,000,000 \$20,000,000 \$20,000,000

Exhibit 2
Sizeable tax base continues to exhibit healthy annual growth (\$000)
5-year average annual growth rate of 3.4% (fiscal years 2014-2018)

Combined Metro Government and Urban Services District Total Estimated Actual Values (Full Values) Source: Louisville Metro Audited Financial Statements; Moody's Investors Service

2010

2011

2009

\$-

2008

Major employers include <u>United Postal Service, Inc.</u> (UPS, A2 negative), <u>Ford Motor Company</u> (Ba1 stable), GE Appliances (<u>General Electric Company</u>, Baa1 stable), and <u>Humana, Inc.</u> (Baa3 stable). Recent announcements include expansions at UPS' Centennial Hub/ Worldport Facility, a \$550 million investment by Ford Motor Company at their two assembly plants, and a \$200 million investment by GE Appliances that is slated to create 400 jobs.

2013

2014

2015

2016

2017

2012

Additionally, the Kentucky International Convention Center recently reopened in August of 2018 following substantial renovations, which has spurred the renovation and construction of several hotels downtown including a new Moxy Hotel, which is an \$80 million investment. Louisville Metro also benefits from the institutional presence of the <u>University of Louisville</u> (A3 negative), which has an enrollment (full-time equivalent) of nearly 18,500 students.

Louisville Metro's August 2019 unemployment rate of 4.1% is comparable to the state (4.3%) and national (3.8%) rates for the same period. Additionally, the government's population growth has been steady, increasing by 3.1% since 2010 to 764,378 in 2017, according to the most recent U.S. Census American Community Survey. Resident income levels are healthy with median family income equal to 96.8% of the US in 2017, but are lower than similarly-rated peers nationwide.

Financial Operations and Reserves: Stable Financial Operations; Satisfactory Reserves and Liquidity

Louisville Metro's financial position will remain stable, despite pressure from mandated expenditure growth, as local economic expansion continues to drive increases in core revenues and management continues to make budgetary adjustments necessary to maintain balanced operations.

At fiscal year-end 2018, total operating fund balance (inclusive of both the general and debt service fund) increased slightly to \$107.7 million, or 15.0% of combined operating fund revenues, which is sizeable on an absolute level but below the national Aa1 median as a percentage of revenues. Available operating fund balance (unassigned, assigned, and committed portions) was 14.8% for fiscal 2018. Over the past five fiscal years, the government's available fund balance has remained relatively stable, averaging 14.1% of revenues.

The government's primary revenue sources are occupational license fees (inclusive of a payroll withholding, a net profits tax, and an insurance premiums tax) and property taxes, which represented approximately 58% and 23% of operating fund revenues in fiscal 2018, respectively.

-4%

2018

Exhibit 3
Occupational tax revenue growth driven by continued gains in employment
5-year average annual growth rate of 4.5% for Occupational Tax Revenues (fiscal years 2014-2018)



Source: Bureau of Labor Statistics, Louisville Metro Audited Financial Statements; Moody's Investors Service

Unaudited results for fiscal 2019 show the year ending with a modest increase in unassigned general fund balance. The increase in fund balance was largely driven by the midyear implementation of expenditure controls (slowdown in hiring and reduction of discretionary expenditures) in response to a projected revenue shortfall and impending pension contribution increases. Preliminary fiscal 2019 results show Louisville Metro will likely meet or exceed the budgeted \$500,000 increase to unassigned fund balance due to strong net profits revenues in May and June.

Faced with a budgetary shortfall in fiscal 2020, management first approached Metro Council for an increase in the insurance premium tax to help offset escalating expenditures, notably for pensions costs and salary increases. Following Metro Council's rejection of any revenue enhancements, Metro Government adopted an annual 4% property tax rate increase for the second year, the highest it can implement without being subject to voter recall. Further, the management team made multiple expenditure cuts, resulting in a balanced budget in fiscal 2020 with no use of reserves.

Pension costs are likely to increase by up to 12% annually over the next several years, which will likely require further expenditure reductions and/or revenue enhancements. Future reviews of the government's rating will focus on management's ability to maintain reserve levels at or above current levels as it absorbs these additional costs.

LIQUIDITY

Louisville Metro's operating funds (inclusive of both the general and debt services fund) reported net cash and investments of \$86.9 million at fiscal year-end 2018, or a satisfactory 12.1% of combined operating fund revenues, which is satisfactory but below the national Aa1 median as a percentage of revenues. Operating fund cash has averaged 12.0% of revenues over the past five fiscal years.

Debt and Pensions: Debt Burden Will Remain Manageable Despite Additional Borrowing Plans

Louisville Metro's direct debt burden will remain manageable, despite future debt plans. The government's direct debt burden represents approximately 0.7% of fiscal 2018 full valuation, which is a level comparable to the national medians for the Aa1 rating category. The city's net direct debt reflects 98% support from the Kentucky Administrative Office of the Courts (AOC) on the city's Series 2007A lease revenue bonds. The fiscal 2019 capital budget authorized \$82.9 million of additional general obligation debt for various capital improvements and economic development initiatives. Following the current \$45 million issuance, there will be \$37.9 million remaining under the 2019 authorization. The fiscal 2020 capital budget authorizes an additional \$53.5 million of additional general obligation debt.

In 2008, the Kentucky Economic Development Authority issued \$350 million of revenue bonds to fund the acquisition, development, construction and financing of an arena in downtown Louisville. Pursuant to an ordinance adopted by the Metro Council, the city agreed to pay up to \$309 million to the Louisville Arena Authority for debt service on the bonds over a 30-year period. The authority refunded the 2008 revenue bonds in 2017 and entered into a new agreement with Louisville Metro where they agreed to pay \$10.8 million annually directly to the trustee until the earlier of 2054 or until the debt is repaid.

DEBT STRUCTURE

All of the government's debt is fixed rate and amortized over the long-term.

DEBT-RELATED DERIVATIVES

The government is not party to any interest rate swaps or other derivative agreements.

PENSIONS AND OPEB

Louisville Metro administers two closed single-employer pension plans, the Policemens' Retirement Fund and the Firefighters' Pension Fund. Additionally, the government participates in the Kentucky County Employees' Retirement System (CERS), a multi-employer cost sharing pension plan administered by the Kentucky Retirement System.

The total pension contribution for fiscal 2018 totaled \$63.2 million, which was just 87.6% of the tread water amount (the amount required to prevent the unfunded liability from increasing based on plan assumptions).

Moody's adjusted net pension liability (ANPL) is our measure of a local government's pension burden that uses a market-based interest rate to value accrued liabilities. The government's ANPL has averaged \$1.6 billion over the last three years, representing 2.2 times operating revenues, which is slightly above the national medians for the rating category. Our ANPL is based on a discount rate of 3.87%, compared to the discount rate of 6.26% used to calculate the reported GASB net pension liability of \$972.0 million.

Louisville Metro also provides employees with other post-employment benefits (OPEB) through a mutli-employer defined benefit plan administered by the state (CERS). The Moody's adjusted net OPEB liability was \$591.2 million at fiscal year-end 2018. The OPEB contribution in 2018 totaled \$23.1 million.

Total fixed costs (inclusive of pension and OPEB contributions and debt service) account for 21.4% of revenues in fiscal 2018. Total long-term liabilities (adjusted pension and OPEB liabilities for fiscal 2018 and net direct debt burden) represent 3.0% of 2019 full value.

Management and Governance

Louisville & Jefferson County Metropolitan Government is a merged city/county form of government created in 2003. The city is governed by a 26 member council elected to staggered, four-year terms and a mayor elected to a four-year term. The city has a formal policy to maintain unassigned fund balance at one to two months of budgeted general fund expenditures.

Kentucky cities have an institutional framework score of "Aa," or strong. Property and occupational license taxes, the primary revenue sources, are highly predictable. Cities have moderate revenue-raising ability and can increase property taxes by 4% annually. Cities with populations of 15,000 and above also have a property tax cap of 15 mills. Cities with population of 1,000 or higher have the power to levy an occupational license tax. The tax rate is unlimited for cities with populations up to 300,000 and capped at 1.25% for larger cities. Unpredictable revenue fluctuations tend to be minor, or under 5% annually. Expenditures are highly predictable and cities have a moderate ability to reduce them given a limited presence of unions and moderate fixed costs. Fixed costs are driven mainly by debt service and pension costs.

U.S. PUBLIC FINANCE MOODY'S INVESTORS SERVICE

Rating methodology and scorecard factors

Exhibit 4

Louisville & Jefferson Co. Metro. Govt., KY

Rating Factors	Measure	Score
Economy/Tax Base (30%) [1]		
Tax Base Size: Full Value (in 000s)	\$95,908,835	Aaa
Full Value Per Capita	\$124,370	Aa
Median Family Income (% of US Median)	96.8%	Aa
Notching Factors: ^[2]		
Institutional Presence		Up
Regional Economic Center		Up
Finances (30%)		
Fund Balance as a % of Revenues	14.8%	Α
5-Year Dollar Change in Fund Balance as % of Revenues	4.4%	Α
Cash Balance as a % of Revenues	12.1%	Aa
5-Year Dollar Change in Cash Balance as % of Revenues	3.8%	Α
Management (20%)		
Institutional Framework	Aa	Aa
Operating History: 5-Year Average of Operating Revenues / Operating Expenditures	1.0x	Α
Debt and Pensions (20%)		
Net Direct Debt / Full Value (%)	0.7%	Aaa
Net Direct Debt / Operating Revenues (x)	1.0x	Α
3-Year Average of Moody's Adjusted Net Pension Liability / Full Value (%)	1.6%	Aa
3-Year Average of Moody's Adjusted Net Pension Liability / Operating Revenues (x)	2.2x	Α
Notching Factors: ^[2]		
Unusually Strong or Weak Security Features		Up
Scorecard	Scorecard-Indicated Outcome	Aa1
	Assigned Rating	Aa1

 $[\]left[1\right]$ Economy measures are based on data from the most recent year available

^[2] Notching factors are specifically defined in the US Local Government General Obligation Debt methodology dated September 27, 2019 [3] Standardized adjustments in the GO Methodology Scorecard Inputs Updated for 2019 publication

Source: Louisville & Jefferson County Metro. Govt. Audited Financial Statements, U.S. Census American Community Survey, Moody's Investor's Service

© 2019 Moody's Corporation, Moody's Investors Service, Inc., Moody's Analytics, Inc. and/or their licensors and affiliates (collectively, "MOODY'S"). All rights reserved.

CREDIT RATINGS ISSUED BY MOODY'S INVESTORS SERVICE, INC. AND ITS RATINGS AFFILIATES ("MIS") ARE MOODY'S CURRENT OPINIONS OF THE RELATIVE FUTURE CREDIT RISK OF ENTITIES, CREDIT COMMITMENTS, OR DEBT-LIKE SECURITIES, AND MOODY'S PUBLICATIONS MAY INCLUDE MOODY'S CURRENT OPINIONS OF THE RELATIVE FUTURE CREDIT RISK OF ENTITIES, CREDIT COMMITMENTS, OR DEBT-LIKE SECURITIES. MOODY'S DEFINES CREDIT RISK AS THE RISK THAT AN ENTITY MAY NOT MEET ITS CONTRACTUAL FINANCIAL OBLIGATIONS AS THEY COME DUE AND ANY ESTIMATED FINANCIAL LOSS IN THE EVENT OF DEFAULT OR IMPAIRMENT. SEE MOODY'S RATING SYMBOLS AND DEFINITIONS PUBLICATION FOR INFORMATION ON THE TYPES OF CONTRACTUAL FINANCIAL OBLIGATIONS ADDRESSED BY MOODY'S RATINGS. CREDIT RATINGS DO NOT ADDRESS ANY OTHER RISK, INCLUDING BUT NOT LIMITED TO: LIQUIDITY RISK, MARKET VALUE RISK, OR PRICE VOLATILITY. CREDIT RATINGS AND MOODY'S OPINIONS INCLUDED IN MOODY'S PUBLICATIONS ARE NOT STATEMENTS OF CURRENT OR HISTORICAL FACT. MOODY'S PUBLICATIONS MAY ALSO INCLUDE QUANTITATIVE MODEL-BASED ESTIMATES OF CREDIT RISK AND RELATED OPINIONS OR COMMENTARY PUBLISHED BY MOODY'S ANALYTICS, INC. CREDIT RATINGS AND MOODY'S PUBLICATIONS TO PROVIDE INVESTMENT OR FINANCIAL ADVICE, AND CREDIT RATINGS AND MOODY'S PUBLICATIONS ARE NOT AND DO NOT PROVIDE RECOMMENDATIONS TO PURCHASE, SELL, OR HOLD PARTICULAR SECURITIES. NEITHER CREDIT RATINGS NOR MOODY'S PUBLICATIONS OWN MOODY'S PUBLICATIONS ON THAT EACH INVESTOR WILL, WITH DUE CARE, MAKE ITS OWN STUDY AND EVALUATION OF EACH SECURITY THAT IS UNDER CONSIDERATION FOR PURCHASE, HOLDING, OR SALE.

MOODY'S CREDIT RATINGS AND MOODY'S PUBLICATIONS ARE NOT INTENDED FOR USE BY RETAIL INVESTORS AND IT WOULD BE RECKLESS AND INAPPROPRIATE FOR RETAIL INVESTORS TO USE MOODY'S CREDIT RATINGS OR MOODY'S PUBLICATIONS WHEN MAKING AN INVESTMENT DECISION. IF IN DOUBT YOU SHOULD CONTACT YOUR FINANCIAL OR OTHER PROFESSIONAL ADVISER. ALL INFORMATION CONTAINED HEREIN IS PROTECTED BY LAW, INCLUDING BUT NOT LIMITED TO, COPYRIGHT LAW, AND NONE OF SUCH INFORMATION MAY BE COPIED OR OTHERWISE REPRODUCED, REPACKAGED, FURTHER TRANSMITTED, TRANSFERRED, DISSEMINATED, REDISTRIBUTED OR RESOLD, OR STORED FOR SUBSEQUENT USE FOR ANY SUCH PURPOSE, IN WHOLE OR IN PART, IN ANY FORM OR MANNER OR BY ANY MEANS WHATSOEVER, BY ANY PERSON WITHOUT MOODY'S PRIOR WRITTEN CONSENT.

CREDIT RATINGS AND MOODY'S PUBLICATIONS ARE NOT INTENDED FOR USE BY ANY PERSON AS A BENCHMARK AS THAT TERM IS DEFINED FOR REGULATORY PURPOSES AND MUST NOT BE USED IN ANY WAY THAT COULD RESULT IN THEM BEING CONSIDERED A BENCHMARK.

All information contained herein is obtained by MOODY'S from sources believed by it to be accurate and reliable. Because of the possibility of human or mechanical error as well as other factors, however, all information contained herein is provided "AS IS" without warranty of any kind. MOODY'S adopts all necessary measures so that the information it uses in assigning a credit rating is of sufficient quality and from sources MOODY'S considers to be reliable including, when appropriate, independent third-party sources. However, MOODY'S is not an auditor and cannot in every instance independently verify or validate information received in the rating process or in preparing the Moody's publications.

To the extent permitted by law, MOODY'S and its directors, officers, employees, agents, representatives, licensors and suppliers disclaim liability to any person or entity for any indirect, special, consequential, or incidental losses or damages whatsoever arising from or in connection with the information contained herein or the use of or inability to use any such information, even if MOODY'S or any of its directors, officers, employees, agents, representatives, licensors or suppliers is advised in advance of the possibility of such losses or damages, including but not limited to: (a) any loss of present or prospective profits or (b) any loss or damage arising where the relevant financial instrument is not the subject of a particular credit rating assigned by MOODY'S.

To the extent permitted by law, MOODY'S and its directors, officers, employees, agents, representatives, licensors and suppliers disclaim liability for any direct or compensatory losses or damages caused to any person or entity, including but not limited to by any negligence (but excluding fraud, willful misconduct or any other type of liability that, for the avoidance of doubt, by law cannot be excluded) on the part of, or any contingency within or beyond the control of, MOODY'S or any of its directors, officers, employees, agents, representatives, licensors or suppliers, arising from or in connection with the information contained herein or the use of or inability to use any such information.

NO WARRANTY, EXPRESS OR IMPLIED, AS TO THE ACCURACY, TIMELINESS, COMPLETENESS, MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE OF ANY CREDIT RATING OR OTHER OPINION OR INFORMATION IS GIVEN OR MADE BY MOODY'S IN ANY FORM OR MANNER WHATSOEVER.

Moody's Investors Service, Inc., a wholly-owned credit rating agency subsidiary of Moody's Corporation ("MCO"), hereby discloses that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by Moody's Investors Service, Inc. have, prior to assignment of any rating, agreed to pay to Moody's Investors Service, Inc. for ratings opinions and services rendered by it fees ranging from \$1,000 to approximately \$2,700,000. MCO and MIS also maintain policies and procedures to address the independence of MIS's ratings and rating processes. Information regarding certain affiliations that may exist between directors of MCO and rated entities, and between entities who hold ratings from MIS and have also publicly reported to the SEC an ownership interest in MCO of more than 5%, is posted annually at www.moodys.com under the heading "Investor Relations — Corporate Governance — Director and Shareholder Affiliation Policy."

Additional terms for Australia only: Any publication into Australia of this document is pursuant to the Australian Financial Services License of MOODY'S affiliate, Moody's Investors Service Pty Limited ABN 61 003 399 657AFSL 336969 and/or Moody's Analytics Australia Pty Ltd ABN 94 105 136 972 AFSL 383569 (as applicable). This document is intended to be provided only to "wholesale clients" within the meaning of section 761G of the Corporations Act 2001. By continuing to access this document from within Australia, you represent to MOODY'S that you are, or are accessing the document as a representative of, a "wholesale client" and that neither you nor the entity you represent will directly or indirectly disseminate this document or its contents to "retail clients" within the meaning of section 761G of the Corporations Act 2001. MOODY'S credit rating is an opinion as to the creditworthiness of a debt obligation of the issuer, not on the equity securities of the issuer or any form of security that is available to retail investors.

Additional terms for Japan only: Moody's Japan K.K. ("MJKK") is a wholly-owned credit rating agency subsidiary of Moody's Group Japan G.K., which is wholly-owned by Moody's Overseas Holdings Inc., a wholly-owned subsidiary of MCO. Moody's SF Japan K.K. ("MSFJ") is a wholly-owned credit rating agency subsidiary of MJKK. MSFJ is not a Nationally Recognized Statistical Rating Organization ("NRSRO"). Therefore, credit ratings assigned by MSFJ are Non-NRSRO Credit Ratings. Non-NRSRO Credit Ratings are assigned by an entity that is not a NRSRO and, consequently, the rated obligation will not qualify for certain types of treatment under U.S. laws. MJKK and MSFJ are credit rating agencies registered with the Japan Financial Services Agency and their registration numbers are FSA Commissioner (Ratings) No. 2 and 3 respectively.

MJKK or MSFJ (as applicable) hereby disclose that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by MJKK or MSFJ (as applicable) have, prior to assignment of any rating, agreed to pay to MJKK or MSFJ (as applicable) for ratings opinions and services rendered by it fees ranging from JPY125,000 to approximately JPY250,000,000.

MJKK and MSFJ also maintain policies and procedures to address Japanese regulatory requirements.

REPORT NUMBER

1197592

CLIENT SERVICES

 Americas
 1-212-553-1653

 Asia Pacific
 852-3551-3077

 Japan
 81-3-5408-4100

 EMEA
 44-20-7772-5454

